MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2019/2020

DOB5014 – ORGANISATIONAL BEHAVIOUR

(All sections/Groups)

11 MARCH 2020
2.30 p.m – 4.30 p.m
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **8** pages with **2** sections.
2. Attempt **ALL** questions in Section A and Section B.
3. Please write all your answers for Section A on the OMR form provided and all answers for Section B in the Answer Booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS [30 Marks]

1. Psychologist Frederick Herzberg proposed the two-factor theory, which is also known as _____.
   A. goal-setting theory
   B. motivation-hygiene theory
   C. self-determination theory
   D. satisfaction theory

2. The society is made up of people from different background. For example, Agatha is a 24-year-old single parent who earns the minimum wage. Mani is 60 years old, extremely wealthy, and works because he enjoys it. Mariam is a 45-year-old lawyer who earns well, extremely career-oriented and she is proud of her achievements. According to Maslow's hierarchy, Agatha is likely to focus on satisfying _____ needs.
   A. self-actualisation
   B. physiological
   C. esteem
   D. social

3. Cindy is working as a manager in a multinational company. She incorrectly assumes that all employees want the same thing. According to the expectancy theory, it is **MOST** likely to result in a weak _____ relationship.
   A. performance-achievement
   B. effort-satisfaction
   C. rewards-personal goals
   D. effort-performance

4. Calvin, Kelly, Candy, Maggie and Vincent are working at Texas Instruments in the same department. After work, they all enjoy going to the Geographer Cafe for dinner. Calvin, Kelly, Candy, Maggie and Vincent constitute a(n) _____ group.
   A. performance
   B. informal
   C. formal
   D. task

5. People always associate certain actions and behaviours with certain roles in society and believe that all in those roles should act accordingly and it **BEST** reflects _____.
   A. citizenship behaviours
   B. role expectations
   C. social status
   D. social identities

Continued ...

6. _____ describes the degree to which group members are attracted to each other and are motivated to stay in the group.
   A. Interdependence
   B. Reliability
   C. Integration
   D. Cohesiveness

7. Which of the following statements is **TRUE** regarding a work team?
   A. Work teams are less responsive to changing events than are traditional departments.
   B. Work teams generate positive synergy through coordinated effort.
   C. Work teams are less flexible than traditional departments.
   D. Today, work teams are rarely used in organisations.

8. Based on the team effectiveness model, which of the following is one of the key components of an effective team, included under the category of contextual factors?
   A. Conflict levels.
   B. Personality.
   C. Climate of trust.
   D. Size of teams.

9. Dahlia is working as a vice president of marketing in Nestlé's headquarters located at Switzerland. Since her team members are located in various regions such as Australia, Europe, Asia, and North America, she has decided to use instant messaging to tie her team members together in order to develop a marketing strategy for a new product line. This is a **BEST** example of a _____ team.
   A. problem-solving
   B. self-managed
   C. cross functional
   D. virtual

10. Cathy need to hire a specialist for a project team. It is important that the new employee work well on the already established team in order to meet the project's challenging deadlines. The most talented candidate does not have any team experience and when asked in the interview about his team experience he replied, "I prefer to work alone. I'm much more efficient alone." In this situation, what should Cathy do?
    A. Hire him and hope that he learns.
    B. Hire him and assign him a mentor.
    C. Hire him and train him.
    D. Look for a different candidate.

Continued ...

11. Vijay has just called his employee, Ali, to let him know that today's meeting is cancelled. In the communication process, Vijay is _____.
    A. the encoder
    B. the receiver
    C. the sender
    D. the channel

12. Assume that you are writing an email to your business partner about your plans for the next year. Putting your thoughts into an email is an example of _____.
    A. editing
    B. transferring
    C. encoding
    D. decoding

13. All of the following are examples of downward communication flows **EXCEPT** _____.
    A. employees completing job satisfaction surveys
    B. managers informing employees of new procedures
    C. employees are assigned goals by their managers
    D. managers telling employees to work more quickly

14. _____ represents communication barriers that distort the clarity of the message, such as perceptual problems, information overload, semantic difficulties, or cultural differences.
    A. Filtering
    B. Feedback
    C. Noise
    D. Disturbance

15. What are the two skills that can be helpful for leaders in controlling the effects of their Dark Side traits?
    A. Self-regulation and narcissism.
    B. Self-awareness and emotional stability.
    C. Self-awareness and self-regulation.
    D. Openness to new experiences and emotional stability.

16. Charismatic leadership strategies work as followers "_____" the emotions and values their leader is conveying.
    A. influence
    B. manipulate
    C. imitate
    D. catch

Continued ...

17. Leader-Member Exchange theory reveals that employees with in group status experience all of the following **EXCEPT**
    A. rise more quickly within the organisation.
    B. higher performance ratings.
    C. higher levels of satisfaction with their superior.
    D. participate in more helping behaviours.

18. Sofia is a senior level employee who always sponsors and supports less-experienced employees in her organisation. This act **BEST** reflects which one of the following?
    A. Mentor.
    B. Manager.
    C. Leader.
    D. Colleague.

19. Which of the following statements is **TRUE** regarding power?
    A. The greater A's dependence on B, the greater A's power in the relationship.
    B. A can have power over B only if A is B's leader.
    C. A can have power over B only when A and B have similar goals.
    D. If A has the capacity to influence the behaviour of B, then A is said to have power over B.

20. The bases of power are divided into two general groupings, _____.
    A. formal and informal
    B. formal and personal
    C. informational and personal
    D. direct and indirect

21. You are preparing a proposal for a new product to present to the CEO of your company. You know that the CEO has the authority to accept or reject your proposal. This is part of his _____ power.
    A. personal
    B. legitimate
    C. reward
    D. coercive

22. Which of the following would be an example of unethical politicking?
    A. Accepting a compliment for work you did not do.
    B. Complimenting your supervisor on her new attire though it looks boring.
    C. Complaining about your colleague to your supervisor though he has not done anything to you.
    D. All the above are examples of unethical politicking.

Continued ...

23. The traditional approach to conflict assumed all conflict as _____.
    A. natural
    B. harmful
    C. rational
    D. healthy

24. Negotiation is made up of five steps. Which one of the following is **NOT** a step in the negotiation process?
    A. Clarification and justification.
    B. Bargaining and problem solving.
    C. Process evaluation.
    D. Preparation and planning.

25. Many individual differences are interwoven in the negotiation process and affect the effectiveness of the outcomes. Which of the following is **NOT** an individual factor that influences the effectiveness of a negotiator?
    A. Culture.
    B. Personality traits.
    C. Gender.
    D. Age.

26. Distributive bargaining _____.
    A. focuses on long-term relationships
    B. involves high information sharing
    C. operates under zero-sum conditions
    D. attempts to create a win-win solution

27. _____ methods value human and organisational growth, collaborative and participative processes, and a spirit of inquiry.
    A. Groupthink
    B. Organisational development
    C. Action research
    D. Economic validity

28. Identify the correct order within the action research process.
    A. Evaluation, diagnosis, analysis, feedback, and action.
    B. Diagnosis, analysis, feedback, action, and evaluation.
    C. Action, evaluation, diagnosis, analysis, and feedback.
    D. Feedback, action, evaluation, diagnosis, and analysis.

29. The first step in the Kotter's eight-step plan for implementing change is _____.
    A. form a coalition with enough power to lead the change
    B. communicate the vision throughout the organisation
    C. establish a sense of urgency by creating a compelling reason for why change is needed
    D. create a new vision to direct the change and strategies for achieving the vision

Continued ...

30. A(n) _____ is someone who actively and enthusiastically promotes an idea, builds support, overcomes resistance, and ensures that innovation is implemented.
    A. idea champion
    B. creator
    C. innovator
    D. mentor

(Total: 30 marks)

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SECTION B: STRUCTURED QUESTIONS [70 Marks]

QUESTION 1

(a) i. Define the term 'motivation'. (2 marks)

ii. Describe the **THREE (3)** key elements mentioned in the definition of motivation. (6 marks)

(b) i. What is self-efficacy? Explain. (2 marks)

ii. According to self-efficacy theory developed by Albert Bandura, there are four ways to increase self-efficacy. They are enactive mastery, vicarious modelling, verbal persuasion and arousal. Explain each of the term. (8 marks)

(Total: 18 marks)

QUESTION 2

(a) With reference to the status characteristics theory, state and explain the **THREE (3)** sources of status. (6 marks)

(b) i. Describe the term 'social loafing'. (2 marks)

ii. Suggest at least **THREE (3)** ways to prevent social loafing. (3 marks)

(c) List and explain the **THREE (3)** group decision-making techniques. (6 marks)

(Total: 17 marks)

QUESTION 3

(a) i. Define 'conflict'. (2 marks)

ii. What are the **FIVE (5)** stages involved in the conflict process? (5 marks)

(b) Suggest **FOUR (4)** ways to reduce the counterproductive conflict. (4 marks)

(c) Discuss how does culture influences conflict resolution strategies with relevant examples. (6 marks)

(Total: 17 marks)

Continued ...

QUESTION 4

(a) What are the **SIX (6)** forces that stimulate change? (6 marks)

(b) Darwish as a manager in a well-known MNC faces resistance to change. Propose at least **FOUR (4)** useful tactics that he can utilise to overcome the resistance to change. (4 marks)

(c) Lewin offers a three-step model to help facilitate the change process. Outline the model proposed by Lewin. (3 marks)

(d) i. Briefly explain the term 'stress'. (2 marks)

ii. Stress needs to be managed and maintained at a healthy level. Provide at least **THREE (3)** ways that will be helpful for individuals to manage their stress effectively. (3 marks)

(Total: 18 marks)

End of Paper